Agency – Training Electronic Reporting Instructions

The new version of the Standard Form SF-182, Authorization, Agreement, and Certification of Training replaces all three parts of previous versions. The information on the form becomes a part of the permanent employment record of participants in training programs and contains core data elements required for reporting purposes in the Governmentwide electronic system, the Enterprise Human Resource Integration system (EHRI).

The originating office will use the following instructions for completing the SF-182:

General Instructions:

1. You must complete all questions in sections A-E on the training application. In addition, your financial institution must complete Section F Certification of Training Completion and Evaluation section.
2. Electronic Requirements – An agency should only submit data for completed training that is defined as a training event for which the student has accomplished all components in the title of the event.
3. Collection of training data requires completed training events and that all mandatory data elements have been recorded. Training may vary from agency to agency. This form provides conformity and standardization for the required core data.
4. Codes for underlined elements will link you to the chart. Identify the correct code, and then return to the form (links will not automatically return you to the form).

Section A – Trainee Information

1. **Applicant's Name** – Last Name, First Name, Middle Initial.

2. **Social Security Number** – Use employee's nine (9) digit SSN. (xxx-xx-6789) not required due to PII

   OR

   Federal Employee Number – The unique number that Enterprise Human Resources Integration (EHRI) will assign to an employee to identify employee records within the EHRI system. (Agency)

3. **Date of Birth (format yyyy-mm-dd)** – Employee's date of birth (e.g. if employee's birth date is March 25, 1951, it would appear as (1951-03-25).

4. **Home Address** – Employee's home address, include the street number, city, state, and zip code. (Especially for OPM, FEI, and GSA courses)

5. **Home Telephone Number** – Employee's area code, home telephone number.

6. **Position Level** – Select whether the employee's position level is one of the following:
   - 6a **Non supervisory** – Anyone who does not have supervisory/team leader responsibilities.
   - 6b **Supervisory** – First line supervisors who do not supervise other supervisors; typically those who are responsible for an employee's performance appraisal or approval of their leave.
   - 6c **Manager** – Those in management positions who typically supervise one or more supervisors.
   - 6d **Executive** – Members of the Senior Executive Service (SES) or equivalent.

7. **Organization Mailing Address** – This is the internal agency address of the employee Branch-Division/Office/Bureau/Agency, include the street name, city, state and zip code.

8. **Office Telephone Number** – Insert the employee's area code, office telephone number and extension.

9. **(new field) Work E-mail Address** – Agency e-mail address. (Especially for OPM, FEI, and GSA courses)

10. **Position Title** – Employee's current position within the agency.

11. **Does Applicant Need Special Accommodations?** – Indicate "Yes" or "No". If the applicant is in need of special arrangements (brailing, taping, interpreters, facility accessibility, etc), describe the requirements in the space provided or on a separate sheet.

12. **Type of Appointment** – The employee type of appointment (e.g., Career Conditional (CC), Career (C), Temporary (Temp.), Schedule A, etc.)

13. **Education Level** – Use the employee educational level codes listed below.

Section A – Trainee Information (Continued)

Code	Short Description	Long Description (If Applicable)
1	No formal education or some elementary school—did not complete	Elementary school means grades 1 through 8, or equivalent, not completed.
2	Elementary school completed - no high school	Grade 8 or equivalent completed.
3	Some high school – did not graduate	High school means grades 9 through 12, or equivalent
4	High school graduate or certificate of equivalency	
5	Terminal occupational program – did not complete	Program extending beyond grade 12, usually no more than three years; designed to prepare students for immediate employment in an occupation or cluster of occupations; not designed as the equivalent of the first two or three years of a baccalaureate degree program. Includes cooperative training or apprenticeship consisting of formal classroom instruction coupled with on-the-job training.
6	Terminal occupational program—certificate of completion, diploma or equivalent	See code above for definition of terminal occupational program. Two levels are recognized: (1) The technical and/ or semi professional level preparing technicians or semiprofessional personnel in engineering and nonengineering fields; and (2) the craftsman/clerical level training artisans, skilled operators, and clerical workers.
7	Some college –less than one year	Less than 30 semester hours completed.
8	One year college	0-59 semester hours or 45-89 quarter hours completed.
9	Two years college	60-89 semester hours or 90-134 quarter hours completed.
10	Associate Degree	2-year college degree program completed.
11	Three years college	90-119 semester hours or 135-179 quarter hours completed.
12	Four years college	120 or more semester hours or 180 or more quarter hours completed—no baccalaureate (Bachelor's) degree.
13	Bachelor's Degree	Requires completion of at least four, but no more than five, years of academic work; includes Bachelor's degree conferred in a cooperative business, industry, or Government to allow student to combine actual work experience with college studies.
14	Post-Bachelor's	Some academic work beyond (at a higher level than) the Bachelor's degree but no additional higher degree.

Section A – Trainee Information (Continued)

15	First Professional	Signifies the completion of academic requirements for selected professionals that are based on programs requiring at least two academic years of previous college work for entrance and a total of at least six academic years of college work for completion, e.g., Dentistry (D.D.S. or D.M.D.), Law (LL. B. or J.D.), Medicine (M.D.), Theology (B.D.), Veterinary Medicine (D.V.M.), Chiropody or Podiatry (D.S.C. or D.P.), Optometry (O.D.), and Osteopathy (D.O.).
16	Post-first professional	Some academic work beyond (at a higher level than) the first professional degree but no additional higher degree.
17	Master's degree	For liberal arts and sciences customarily granted upon successful completion of one (sometimes two) academic years beyond the Bachelor's degree. In professional fields, an advanced degree beyond the first professional but below the Ph.D., e.g., the LL.M.; M.S. in surgery following the M.D.; M.S.D., Master of Science in Dentistry; M.S.W., Master of Social Work, and MA, Master of Arts.
18	Post-Master's	Some academic work beyond (at a higher level than) the Master's degree but no higher degree.
19	Sixth-year degree	Includes such degrees as Advanced Certificate in Education, Advanced Master of Education, Advanced Graduate Certificate, Advanced Specialist in Education Certificate, Certificate of Advanced Graduate Study, Certificate of Advanced Study, Advanced Degree in Education, Specialist in Education, Licentiate in Philosophy, Specialist in Art, Specialist in Science, Specialist in School Administration, Specialists in School Psychology, and Licentiate in Sacred Theology.
20	Post-sixth year	Some academic work beyond (at a higher level than) the sixth-year degree but no additional higher degree.
21	Doctorate degree	Includes such degrees as Doctor of Education, Doctor of Juridical Science, Doctor of Public Health, and the Ph.D. (or equivalent) in any field. Does not include a Doctor's degree that is a first professional degree, per code 15.
22	Post-Doctorate	Work beyond the Doctorate.

14. **Pay Plan** – the employee's pay plan. (e.g., GS, WG, ES…Pay Band)
15. **Series** – The position classification four digit series. (e.g., 0201)
16. **Grade** – The employee's grade level. (1-15)
17. **Step** – The employee must insert the appropriate step. (1-10)

Section B – Training Course Data

1a **Name and Mailing Address of Training Vendor** – Street number, city, state and Zip code of the appropriate vendor.
Note: The training vendor address should match the vendor code listed in Section C.4. of the SF-182.
e.g. ***Section B.1a.***
Graduate School
600 Maryland Ave SW
Washington DC 20023-2521
Section C.4.
VID – 1500110220
The Originating office or Training Designee must request a copy of the FMMI Vendor printout from the Budget Analyst or ABFO. If the training vendor has not been added in the FMMI system, the originating office or Training Designee must work with the Budget Analyst or ABFO to obtain specific information from the vendor so that the Vendor Code can be added. (**The Training Vendor Code should be entered in Section C, Block 4 along with the Document/Purchasing Order/Requisition Number** - See Section C, Block 4 for a sample)

1b **Location of the Training Site** – Provide mailing address of the training site if different from 1a.
1c **(new field) Vendor Telephone Number** – Self explanatory.
1d **(new field) Vendor E-mail Address** – Self explanatory.

2a **Course Title** – Insert the title of the course or the program that the employee is scheduled to complete.

2b **Course Number Code** – Insert the Course Number Code. (if applicable)

3. **Training Start Date** – Insert the start date of the training completed by the employee. (yyyy-mm-dd).

4. **Training End Date** – Insert the end date of the training completed by the employee. (yyyy-mm-dd).

5. **Training Duty Hours** – Insert the number of duty hours for training.

6. **Training Non Duty Hours** – Insert the number of non-duty hour for training.

7. **Training Purpose Type** – Insert the purpose for taking this course or program using the appropriate training purpose type code.

<u>Section B – Training Course Date</u> (Continued)

Code	Short Description	Long Description (If Applicable)
01	Program/Mission	Training to provide the knowledge, skills and abilities needed as a result of agency mission, policies, or procedures
02	New Work Assignment	Training to acquire the knowledge, skills and abilities needed as a result of assignment to new duties and responsibilities when such training is not part of a planned, career development program (e.g., training provided to a staffing specialist who has been newly assigned to a position involving classification duties).
03	Improve/Maintain Present Performance	Training to provide the knowledge, skills and abilities needed to improve or maintain proficiency in present job.
04	Future Staffing Needs	Training to provide the knowledge, skills, and abilities needed to meet future staffing needs (e.g., to implement succession planning).
05	Develop Unavailable Skills	Training to acquire the knowledge, skills and abilities needed for fields of work for which the labor market cannot produce a sufficient number of trained candidates (e.g., air traffic controllers or Information Technology (IT) professionals).
06	Retention	Training/education used to address staffing issue of retaining an employee (e.g., academic degree training).

8. **Training Type Code** – There are three (3) different Training Type Codes. The employee must select one from the Training Type Codes. (Use the training type/sub-type codes listed below).

9. **Training Sub-Type Code** – There are Sub-Type Categories for each of the three (3) different Training Type Codes. Select one (1) Sub-Type Category code that applies to the training type code you selected. (Use the training type/sub-type codes listed below).

Training Type Code	Training Sub Type Code
01-Training Program Area Description: Functional or specialized training programs.	01-Legal Education or training in the concepts, principles, and theories, or techniques of medicine.
	02-Medical and Heath Education or training in the concepts, principles and theories, techniques of medicine.
	03-Scientific Education or training in the concepts, principles and theories, techniques of disciplines such as the physical, biological, natural, and social sciences, education, economics, mathematics, or statistics.
	04-Engineering or Architecture Education or training in the concepts, principles, and theories, or techniques of disciplines such as architecture and engineering.
	05-Human Resources Education or training in the concepts, principles, and theories of such fields as: public administration, personnel training, equal employment opportunity, human resources policy analysis, succession planning, performance management, classification, and staffing.
	06-Budget/Finance Business Administration Education or training in the concepts, principles, and theories of business administration, accounts payable and receivables, auditing and internal control, and cash management.

<u>Section B – Training Course Date</u> (Continued)

01-Traning Program Area (continued)	07-Planning and Analysis Education or training in the concepts, principles, and theories of systems analysis; policy, program or management analysis, or planning, including strategic planning.
	08 – Information Technology Education or training in the concepts and application of data and the processing thereof, e.g., the automatic acquisition, storage, manipulation (including transformation), management, system analysis, movement, control, display, switching, interchange, transmission or reception of data, computer security and the development and use of the hardware, software, firmware, and procedures associated with this processing. This training type does not include any IT training on agency proprietary systems.
	09 – Project Management Education or training in the concepts, principles, and theories necessary to develop, modify, enhance a product, service, or system which is constrain by the relationships among scope, resources, and time.
	10 – Acquisition Education or training in the concepts, principles, and theories or techniques related to the 1102 occupation, e.g., procurement, contracting.
	11- Logistic Specialty Training for professional skills of a specialized nature in the methods and techniques of such fields as supply, procurement, transportation, or air traffic control.
	12- Security Training of a specialized nature in the methods and techniques of investigation, physical security, personal security, and police science.
	13- Clerical (non-Supervisory clerical/administrative) Training in skills such as office management, typing, shorthand, computer operating, letter writing, telephone techniques, or word processing.
	14- Trade and Craft Training in the knowledge, skills, and abilities in such fields as electronic equipment installation, maintenance, or repair, tool and die making, welding, and carpentry.
	15- Foreign Affairs Training for professional skills of a specialized nature in the methods and techniques of such fields as foreign languages, foreign culture, diplomacy, or strategic studies
	16- Leadership/Manager/Communications Courses Training that addresses skill areas such as Leadership/Management and Communication (e.g., written, oral and interpersonal) coursework.
02 – Developmental Training Area Description: Formal developmental/training programs	20- Presupervisory Program Development/training program for non-supervisors.
	21- Supervisory Program Development/training program which provides education or training in supervisory principle and techniques in such subjects as personnel polices and practices (including equal employment opportunity, merit promotion, and labor relations), human behavior and motivation, communication processes in supervision, work planning, scheduling, and review, and performance evaluation for first-lines supervisors.

<u>Section B – Training Course Date</u> (Continued)

02 – Developmental Training Area (continued)	22- Management Program Development/training program which provides mid-management level education or training in the concepts, principles, and theories of such subject matters as public policy formulation and implementation, management principles and practices, quantitative approaches to management, or management planning organizing and controlling.(Supervisors of supervisors, GS-14/15 supervisors, GS-14-15 direct reports to SES)
	23- Leadership Development Program Formal development program that provides leadership training and development opportunities
	24- SES Candidate Development OPM-approved program to prepare potential SES members.
	25- Executive Development Continuing development for leaders above GS-15 level.
	26- Mentoring Program Formal stand-alone program with established goals and measured outcomes. Open to all who qualify, protégées and mentors paired to facilitate compatibility, training and support provided, and company benefits directly.
	27- Coaching Program Formal stand-alone program which provides ongoing partnership with an employee and coach that helps employee produce desired results in professional life.
03 - Basic Training Area Description: Fundamental and/or required training programs	30- Employee Orientation Training of a general nature to provide an understanding of the organization and missions of Federal Government, employing agency or activity, or a broad overview and understanding of matters of public policy.
	31 – Adult Basic Education Education or training to provide basic completeness in such subjects as remedial reading, grammar, arithmetic, lip reading or Braille.
	32 – Federally Mandated Training Mandatory training for all employees Governmentwide. This includes training mandated by federal statute or regulation; such as in the areas of computer security awareness (5 CFR 930.301-305), ethics (5 CFR 2638.703 and 704), or executives, managers, and supervisors (5 CFR Part 412).
	33 – Work-life Training to promote work-life (e.g., health and wellness training, employee retirement/benefits training, etc).
	34 – Soft Skills Training involving development of employee's ability to relate to others (e.g., customer service, dealing with difficult people, etc).
	35 – Agency Required Training Agency specific training required by the agency and provided to Federal employees in order to achieve the goals and objectives of the Agency as needed. For example: agency training based on Inspector General's Audit; agency training aimed at improving individual's needs based on Performance Improvement Plan (PIP); agency training based on signing agreement between Union and Management.
	36 – Basic Computer Training Basic training to promote computer skills in the desktop applications, such as word processing, PowerPoint, basic spreadsheet, and database management applications.

<u>Section B – Training Course Date</u> (Continued)

10. **(new field) Training Delivery Type Code –**

Code	Short Description	Long Description (If Applicable)
01	Traditional Classroom (no technology)	Individual or multiple led, face-to-face training.
02	On the Job	Formal methods/activities planned and structured to promote learning by doing; e.g., detail assignments/programs.
03	Technology Based	Methods mainly using technology, which may include tutorials embedded in software, CD ROM products, Web-based courses, and interactive medial.
04	Conference/workshop	An organized learning event which has an announced educational or instructional purpose; more than half the time is scheduled for a planned, organized exchange of information between presenters and audience which meets the definition of training in 5 U.S.C. 4110; content of the conference/retreat is germane to improving individual and/or organizational performance; and developmental benefits will be derived through the employee's attendance.
05	Blended	Training that requires two or more methods of delivery that must be completed in order to satisfy the educational requirements.
06	Correspondence	Self-study course material: Training provided via the assignment of non-interactive methods such as a book, document, regulation, or manual.

11. **(new field) Training Designation Type Code** – Select and insert the appropriate training credit designation type code:

Code	Short Description	Long Description (If Applicable)
01	Undergraduate Credit	N/A
02	Graduate Credit	N/A
03	Continuing Education Unit	N/A
04	Post Graduate Credit	N/A
05	N/A	N/A

12. **(new field) Training Credit** – Amount of academic credit hours of continued education units (1, 1.5, or .75) earned by the employee for the completed training. (This should be completed by the agency).

13. **(new field) Training Credit Type Code** – Select and insert the appropriate training credit designation type code:

Code	Short Description
01	Semester Hours
02	Quarter Hours
03	Continuing Education Unit

Section B – Training Course Date (Continued)

14. **(new field) Training Accreditation Indicator** – Insert a Yes (Y) or No (N).
    The purpose of training accreditation is for programs that acknowledge courses that meet an approved training standard and offer continuing education credits for the training.

15. **(new field) Continued Service Agreement Required Indicator** – Insert Yes (Y) or No (N) or non applicable (N/A) in appropriate space. (Agency response.)
    The continued service agreement is a requirement for employees to agree to continue in service after completing training. e.g. 180 hours or more of Government or non-Government training. The employee must sign the agreement before assignment to training to continue in service for a period at least equal to three times the length of the training period. 5 U.S.C.'4108(a)(1) (1997).

16. **(new field) Continued Service Agreement Expiration Date** – (Enter date as yyyy-mm-dd).

17. **(new field) Training Source Type Code** –

Code	Short Description	Long Description (If Applicable)
01	Government Internal	Training provided by a Federal department, agency, or independent establishment for its own employees.
02	Governmental External	Training provided by an interagency training activity, or a Federal department, agency, or independent establishment other than the one which currently employs the trainee.
03	Non-government	Sources include commercial or industrial concern, educational institutions, professional societies or associations, or consultants or individuals who are not Government employees, (but are contracted to develop and/or provide training course or program.)
04	Government State/Local	Training provided by a state, county, or municipal Government. Education provided by State-operated or other public educational institutions is reported as non-Government.
05	Foreign Governments and Organizations	Training provided by non United States entitles which may or may not be outside the United States.

18. **(new field) Training Objectives** – It is important that the objectives for the employee(s) enrolling in this course or program are related to the strategic objectives of the organization for which the employee works. Provide text to explain how the training event meets agency objective(s) and purpose type.

19. **Agency Use Only** – For use by an agency as needed.

Section C – Costs and Billing Information

1. **Direct costs and appropriation/fund chargeable**
   a. **Training Tuition and Fees Cost** – Insert the actual/final cost of training tuition and fees for training completed by the employee that was paid for by the Federal Government.
   b. **Books and Materials Costs** – Insert the materials cost for training completed by the employee that was paid for by the Federal Government. (Refer to the Guide for Human Resources Reporting Guide at http://www.opm.gov/feddata/guidance.asp (*for more information).*

c. **Total Cost** – Insert the actual/final cost.

2. **Indirect costs and appropriation/fund chargeable**
   a. Training Travel Cost – Insert the actual/final travel cost excluding per diem for training completed by the employee that was paid for by the Federal Government.
   b. Training Per Diem Cost – Insert the actual/final per diem cost (e.g., meals, lodging, miscellaneous expenses) for training completed by the employee that was paid for by the Federal Government.
   c. Total Cost – Insert the actual/final cost.

3. **Total Training Non-Government Contribution Cost** – Insert the cost contributed by the employee or other non-Government organizations for the training completed by the employee.

4. **Document/Purchase Order/Requisition Number** – Enter Document/Purchase/Requisition Number for reimbursement of training costs to responsible Training Vendor. This number is normally an in-house tracking number and is to be referenced in the billing process.
   Note: In addition, to entering the Document Number in Block C.4., enter the Vendor Code and obtain a copy of the FMMI vendor printout. Forward approved SF-182 and FMMI printout to NFC. Contact your Budget Analyst or ABFO for the FMMI vendor printout and vendor code.

Sample:

C.4. Document / Purchase Order / Requisition No

Doc #: 0003050023; Vend Code: 1500110220

5. **8-Digit Station Symbol** – Fill in 8-digit station symbol of the nominating Agency Finance Office for billing purposes. (Enter the Agency Location Code (ALC)):
   (ARS) – 12-40-0300 **(NIFA) – 12-40-2200**
   (ERS) – 12-40-1800 **(NASS) – 12-40-2000**

Sample:

C.5. 8-Digit Station Symbol

12-40-0300

<u>Section C – Costs and Billing Information</u> (continued)

6. **Billing Instructions** – Enter the appropriate billing address for the training facility to forward the invoice. (see Payment Offices below for the appropriate billing address)

Sample:

SECTION C: COSTS AND BILLING INFORMATION

C.1. Direct Cost and appropriation/fund chargeable

Item	* Amount	Appropriation Fund
a. Tuition	$4095.00	001031910
b. Books or Materials	$0.00	
c. Total	$4095.00	

C.2. Indirect Cost and appropriation/fund chargeable

Item	* Amount	Appropriation Fund
a. Travel	$550.00	00103910
b. Per Diem	$0.00	
c. Total	$550.00	

*** C.3. Total Training Non-Government Contribution Cost**

$0.00

C.4. Document / Purchase Order / Requisition No

Doc #: 0003050022; Vend Code: 1500110220

C.5. 8-Digit Station Symbol

12-40-0300

C.6. Billing Instructions

USDA, OCFO
Controller Operations Division, ACPRB
ARS Operations Section
P.O. Box 53326
New Orleans, Louisiana 70153

In Section C, Block 6, **if paid by Credit Card**, enter the card holder's name, phone number, and email address. (Credit Card payments are for cost of $2,500 or less).

Sample:

C.1. Direct Cost and appropriation/fund chargeable			C.2. Indirect Cost and appropriation/fund chargeable		
Item	* Amount	Appropriation Fund	Item	* Amount	Appropriation Fund
a. Tuition	500.0		a. Travel	0.0	
b. Books or Materials	0.0		b. Per Diem	0.0	
c. Total	500		c. Total	0	

* C.3. Total Training Non-Government Contribution Cost	C.6. Billing Instructions
0.0	Paid by Credit Card Ashley Magill 301-504-1476 ashley.magill@ars.usda.gov
C.4. Document / Purchase Order / Requisition No	
Doc #: 003050022	
C.5. 8-Digit Station Symbol	

Payment Offices

Agricultural Research Service

- **All ARS Offices, except for Pacific West Area and Southern Plains Area**
  USDA, OCFO
  Controller Operations Division, ACPRB
  ARS Operations Section
  P.O. Box 53326
  New Orleans, Louisiana 70153

  (SPECIAL INSTRUCTIONS FOR ARS OFFICES USING THE ARS OPERATIONS SECTION AS THE PAYMENT OFFICE)
  Forward the SF-182 to the ARS Operations Section upon approval of the training along with a screen print (preferred) of the VEND record. This is used to enter an obligation into FFIS so that funds are set aside until such time as the invoice is received form the vendor per the billing instructions in Section C, Block 6.

- **ARS, Pacific West Area**
  USDA-ARS-PWA
  Area Finance Office
  800 Buchanan Street
  Albany, CA 94710-1105

- **ARS, Southern Plains Area**
  USDA-ARS-SPA
  1001 Holleman Drive, East
  College Station, Texas 77840-4117

Economic Research Service
Administrative and Financial Services Unit
Budget Execution
1800 M Street N.W.
Room N4186
Washington, D.C. 20036
FAX: 202-694-5757

National Agricultural Statistics Service
NASS/DAFO/BASO
1400 Independence Avenue
Room 5053 South Bldg.
Washington, D.C. 20250

National Institute of Food and Agriculture
FMD/FOB/OSII
STOP 0307, Portals Building, Suite 580C
Washington, D.C. 20024

(SPECIAL INSTRUCTIONS FOR NIFA ONLY)
To pay for training over $2,500, each Unit will complete the SF-182 and obtain the necessary signatures. A document control number (DCN) should be assigned to the SF-182. The Unit will forward the completed SF-182 to their Financial Management Division (FMD) Accounting Technician. FMD will input into FFIS a manually entered obligated document (known as an MO).

For Section C, Block 6, each Unit will identify their respective address. Once the Unit receives an invoice, the invoice should be reviewed and signed by the Unit's Deputy Administrator. After signature, the invoice should be forwarded to FMD for payment processing. FMD will input into FFIS a payment document, known as a PV, referencing the MO originally established. This will initiate payment.

Section D – Approvals

1-1e. **Approvals** – To be completed by the employee's immediate and/or second-line supervisor(s) before submission of application to nomination Agency Training Office.

Section E – Approvals/Concurrence

1-1e. **Approval/Concurrence** – To be completed by the nominating Agency Official who is authorized to approve or disapprove request.

Section F – Certification of Training Completion and Evaluation

Note: Agency Certifying Officials are certifying the employee has completed the requirements for the training and an evaluation has been completed. The requirement to evaluate training is found in 5 CFR 410.601. The agency head shall evaluate training to determine how well it meets short and long-range program needs of the agency and the individual. The needs should be aligned with the strategic plan to strengthen and develop the performance and behavior of the individual whose positive results will impact the performance of the agency.